



Chairman Maria Eugenia Leon Guerrero
Vice-Chair Patricia Ann P. Ada
Commissioner Mayor John E. Cruz
Commissioner Gregory D. Perez
Commissioner Rita T. Franquez
Commissioner Nick Keswani
Commissioner Eduardo J. Calvo
Commissioner Carlos Madrid Alvarez-Piñer, PhD
Executive Director Lasia Casil



The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam



ATURIDAT NUMA'LO YAN INADALANTON HAGÁTÑA

(Hagåtña Restoration and Redevelopment Authority)

Board Of Commissioners - Regular Meeting

Thursday, December 5, 2019 - 4:00pm

GEDA Conference Room, ITC Bldg., Tamuning

AGENDA

- I. Call to order:**
- II. Attendance:**
- III. Chair Report: HRRRA Mission & 2020 Plan**
- IV. Secretary Report:**
 1. September 6, 2019 minutes
 2. October 3, 2019 minutes
 3. November 7, 2019 minutes
- V. Treasurer Report**
- VI. Old Business:**
 1. Sub-committee Report
 - a) The Design Guidelines
 - b) The Map Atlas
 - c) The Hagåtña Master Plan
 - d) Agency comments & follow up letters
 2. Projects
 - a) Land Resources Building: 5 story / 49,600sf, 121 parking space garage
 - b) Palasyu Restoration
 - c) The Hagåtña River Channelization and Watershed River Feasibility Study
 3. Hagåtña Happenings (May Fair & Sirena Festival etc...)

VII. New Business:

1. Matrix Invoice #25064
2. Legislature













VIII. Executive Director Report

IX. Announcements:

X. Next Meeting: Thursday, January 2, 2020 - ITC Bldg., 5th floor, GEDA conference room.

XI. Adjournment:

HRRA BOARD OF COMMISSIONER MEETING
DECEMBER 5, 2019, THURSDAY, 4 P.M., GEDA CONFERENCE ROOM

	TITLE	MEMBER	SIGNATURE
1	CHAIR	MARIA EUGENIO LEON GUERRERO	
2	VICE-CHAIR	PATRICIA (PATTY) ADA	
3	SECRETARY	EDUARDO "JAKE" CALVO	
4	COMMISSIONER	GREGORY D. PEREZ	
5	COMMISSIONER	MAYOR JOHN A. CRUZ	
6	COMMISSIONER	NICK KESWANI	
7	COMMISSIONER	CARLOS MADRID ALVAREZ-PIÑER	
8	COMMISSIONER	RITA FRANQUEZ	
9	COMMISSIONER	ROQUE ALCANTARA (DEPLOYED)	
10	EX-OFFICIO MEMBER - DLM	JOSEPH M. BORJA, DIRECTOR	
11	EX-OFFICIO MEMBER - DPR	RICHARD YBANEZ, DIRECTOR	
12	EX-OFFICIO MEMBER - GPT	JOE QUINATA, ADMINISTRATOR	
	EX-OFFICIO MEMBER - GPT	ANDREW TENORIO, GPT	
13	EX-OFFICIO MEMBER - MARC-UOG	DR. OMAIRA BRUNAL-PERRY, MARC PROFESSOR	
14	EX-OFFICIO MEMBER - DISID	PHYLISS LEON GUERRERO, DIRECTOR	
15	EX-OFFICIO MEMBER - GVB	DORIS ADA	
16	EX-OFFICIO MEMBER - GEPA	WALTER LEON GUERRERO, ADMINISTRATOR	
17	EX-OFFICIO MEMBER - DPW	VINCENT P. ARRIOLA, DIRECTOR	
18	EX-OFFICIO MEMBER - CLC	HOPE A. CRISTOBAL, CHAIR	
19	EXECUTIVE DIRECTOR, HRRA	LASIA CASIL	
20	HRRA PLANNING STAFF	JOSEPH C. SANTOS	
21	HRRA PLANNING STAFF	MARIO GARCIA	

HARRA REGULAR MEETING
2019, THURSDAY, 4 P.M., GEDA CONFERENCE ROOM

	AGENCY OR BUSINESS	TELEPHONE CONTACT	E-MAIL ADDRESS
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			

SEN. MARSH TATE
 Sen. Marsh Tate
 985 911 119
 183-3786
 rick@guamlegislature.org
 roland_saunder@guamlegislature.org





Chairman Maria Eugenia Leon Guerrero
Vice-Chair Patricia Ann P. Ada
Commissioner Mayor John E. Cruz
Commissioner Gregory D. Perez
Commissioner Rita T. Franquez
Commissioner Nick Keswani
Commissioner Eduardo J. Calvo
Commissioner Carlos Madrid Alvarez-Piñer, PhD
Executive Director Lasia Casil



The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam



ATURIDAT NUMA'LO YAN INADALANTON HAGÁTÑA

(Hagåtña Restoration and Redevelopment Authority)

2020 Mission Statement

Chairwoman Maria Eugenia Leon Guerrero

VISION:

"Re-establish Hagåtña as the Capital City of Guam, and the governmental, cultural, and commercial heart of the island supported by vibrant residential mixed-use areas."

MISSION:

- To expand the supply of low- and moderate-income housing in Hagåtña.
- To expand employment opportunities for jobless, under-employed, and low-income persons in Hagåtña.
- To provide an environment for the social, economic, and psychological growth and well being of all citizens in Hagåtña.
- Development of a Plan (the "Plan") to achieve these goals which shall include the planning, preparation, development, construction, acquisition, lease disposition, reconstruction, improvement, alteration, extension, repair and operation of the Hagåtña Restoration and Redevelopment Project (the "Project")
 - * Development of the Plan shall follow the guiding principles:
 - Preserve, Enhance, and Educate about Cultural and Historical Resources
 - Re-establish Hagåtña as the Capital City
 - Develop Mixed Use Nodes throughout Hagåtña
 - Develop Appropriate Urban Design Standards
 - Create a Multimodal Circulation System and Enhance Connectivity throughout Downtown
 - Use the Shoreline's Valuable Resources to Its Full Potential
 - Encourage Residential Growth, Bringing More Residents into Hagåtña
 - Promote Economic Growth
- Provide a monument and parks component in the Plan

STRATEGIC GOALS:

- **4Q19:**
 - * Re-establish HRRA office as a fully functioning agency. In 2011, under the previous administration, Governor Calvo issued Re-organization Advisory Memo 6, which transferred the responsibilities of the restoration authority to the Department of Chamorro Affairs. In 2019, Governor Lou Leon Guerrero issued Executive Order 2-19 which made the HRRA an autonomous agency again. Public Law 35-36 provided initial funding for the HRRA to expand and grow. We are currently in the process of bringing on new staff and support to achieve our mission requirements.

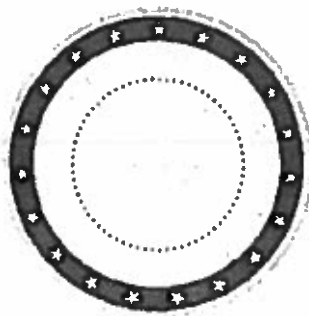
- * Establishment of an HRRR Sub-committee to review the The Hagåtña Master Plan (Land Use Plan), Design Guidelines and Map Atlas documents as well as agency comments submitted to HRRR for incorporation into the Hagåtña Master Plan.
- 1Q20:
 - * Approval of The Hagåtña Master Plan (Land Use Plan), Design Guidelines and Map Atlas documents by the HRRR Board of Commissioners for submittal by the Authority to the *Maga'Håga* who, if she approves the same, shall transmit the Plan to the Guam Legislature in the form of a bill for adoption, amendment, modification, or rejection by the Guam Legislature. Such plan shall not be effective until either approved by statute or it shall have complied with the provisions of this law and forty (45) calendar days have elapsed from the date of receipt by the Guam Legislature of its transmittal, and two (2) days have elapsed after the forty-five (45) calendar days.
 - * Implementation of Article 5 of Public Law 24-110 which states that "All taxes assessed, levied and collected by the government of Guam by virtue of the Real Property Tax Law, on improvements, buildings and structures, to be constructed within the Project, over and above the real estate taxes currently assessed, levied and collected, shall revert to the Authority for its use and dispossession.
 - * Initiation of the committee to develop and construct the Land Resources Building in Hagåtña and restore the historical Governors Palasyu in Plaza de Espana. This committee shall include the HRRR, DLM, GEDA and other stakeholders, with HRRR taking the lead role in the development.
 - * Commencement of the Hagåtña River Channelization and River Feasibility Study.
 - * Launch of the "*Hagåtña Initiative*". This initiative works to bring back the festivals and fairs that were once celebrated in Hagåtña prior to the war and develop new events that celebrate the character of Hagåtña and promote local culture and history.
- 2Q20: Board review of the "City of Hagatna Enabling Legislation" draft document.
- 3Q20: Board review of the Zoning Code draft document for the City of Hagåtña. The Authority shall have the powers necessary to establish zones and boundaries, after public hearing, regulating buildings and structures and the nature and extent of their use, so that the Project may be developed in an orderly manner in accordance with the Plan.
- 4Q20: Moving the HRRR office back to Hagåtña.
- 1Q21: Completion of the the Hagåtña River Channelization and River Feasibility Study.

EXECUTIVE SUMMARY:

On November 21, 1997, the Hagåtña Restoration and Redevelopment Authority (HRRR) was created with the passing of Guam Public law 24-110:2 codified as Chapter 79 - (Restoration of Hagåtña), 21 GCA. Lasia A. Casil is the current Executive Director. The HRRR currently has a staff of 3 that works out of a temporary office space subleased from GEDA on the 5th floor in the ITC Building. Our goal is to relocate the office back to Hagåtña in the beginning of FY21.

PROGRAMS:

The HRRR Board of Commissioners is a governing board that works with the Executive Director to support the HRRR's mission requirements. The Board consists of a seven (7) Commissioners appointed by the *Maga'Håga* with advice and consent of *I Liheslaturan*. The eighth member is the Mayor of Hagåtña and the ninth member is appointed by the Speaker of the Guam Legislature.



MEMORANDUM

DATE: June 11, 2019

TO: All Departments and Agencies

FROM: Joshua F. Tenorio, Acting Governor


SUBJECT: Agency Comment Period for the draft of the Hagatna Redevelopment Masterplan

Now that we have completed appointments to the Hagatna Restoration and Redevelopment Authority Board of Commissioners, the Authority can now proceed with the formal review and approval of the draft Hagatna Masterplan for submittal to the Guam Legislature.

As part of the review process of the Board of Commissioners, any concerned or interested departments or agencies should submit written comments on the plan to the Hagatna Restoration and Redevelopment Authority with a copy to the Bureau of Plans and Statistics by July 15, 2019. This includes, but is not limited to, considerations regarding land use, infrastructure, public services, environmental impact, historic preservation, culture, economic viability, financial cost, and contractual compliance.

Your assistance is appreciated.

Si Yu'os Ma'ase


JOSHUA F. TENORIO
Acting Governor of Guam



ROUTING

☐ MEL ☐ RICKY ☒ AUSTIN
DATE: 6/17/19 TIME: 11:28 AM
☐ RPD ☐ BEDD ☐ PFD ☐ CD ☐ ASD





Senator Kelly Meehan (Chelsea), PhD.

Chairman of the Committee on Heritage and the Arts, Green Products,
Heritage Preservation, Self-Determination, and the People's Alliance
Assistant Majority Leader
John Thomas Stangor No. 1, Cambridge, Cambridge

November 7, 2019

Dear Senator Meehan:

My name is [redacted]

200 North Street
Boston, MA 02110

My phone number is [redacted]

My email address is [redacted]
I am a member of the [redacted] and I am a [redacted]

I am writing to you regarding the [redacted]

The implementation of the Heritage Master Plan (HMP) is a dynamic long-term planning
document covering the [redacted] and the [redacted] that will guide the future growth and
development of the capital. The master plan is meant to provide analysis, recommendations,
and proposals consequential to the [redacted] development.

As the Acting Director of the Council on the Arts and Humanities Agency (CAHA),
which has long had a presence in the [redacted], I am calling upon you to provide information
imperative to the success of the Heritage Restoration and Redevelopment Authority (HRRRA),
Please outline any concerns, needs, or other considerations that you deem pertinent to
CAHA in the restoration and redevelopment of the [redacted]. For example, in your assessment of
the success of CAHA being centrally located in the [redacted], and, given the potential of CAHA
to help preserve the island to local and visitors alike, you may have thoughts to them about
whether the HRRRA should include space for CAHA and whether that space would have special
significance and considerations. Perhaps you might have specific recommendations that
could be put forward to address in the August 2018 draft version of the Heritage Master Plan
that in the [redacted] August 2018 draft Design Guidelines regarding showcasing local
art, which the [redacted], such as in the form of outdoor sculptures, mosaics, murals, or other
types of art or, have recommendations regarding the existence of potential performance
space or outdoor exhibit space. Each such consideration CAHA may see the need for, or
the benefit of, is important to hear and consider.

I am also Acting Director Balboa, that you also myself, want to ensure the success of the
HRRRA. The information you provide will give the HRRRA additional tools that will assist in
the work and push forward. The sooner HRRRA receives this information, the better. Please
type the information sent to HRRRA and my office by November 30, 2019.





F

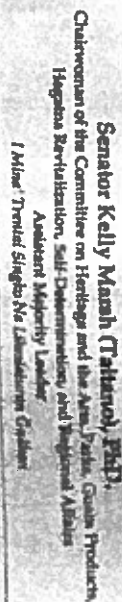
LEAD

1100

1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 26

-

10



Transmitted the News-Ed 1973

Mr. Ann Marie Arco
Acting
Department of Offshore Affairs
105 Charles Street
Hingham, Mass 01930

Chairman: Department of Chinese Affairs based on the English Market Place and an executive member of the English Education and Development Authority, *Cheng Kwan*.

Enquiries from Major Robert Miles Graham, Arbroath.

The implementation of the Haptag-Mouse Panel (HMAP) is a dynamic long-term process requiring continuing use of Haptag's latest use equipment like will guide the future growth and development of the facility. The master plan is meant to provide analysis, recommendations, and programs complementary to Haptag's development.

[illegible]

The postmodernism of spaces and places within Hagia Sophia's "design problem" approaches that represent Hagia Sophia's layers of history, types of traditional and historic *Cilician* activities and liturgies to be showcased within Hagia Sophia.

buildings are of great significance to the culture and history of Cincinnati; storage and other space needs of the museum, and any other considerations related to the work or oversight of the DCA, museum, and Society. *Changes* that need to be addressed within the August 2015 draft version of the Hagopian Master Plan and in the associated August 2015 draft Design Guidelines.

I am sure Mr. Abood knows that you like myself, want to ensure the success of the FIRA. The information you provide will give the FIRA additional tools that will assist in their work and push the world. The oldest FIRA, recent use this information, the better. Please have the information sent to FIRA and say ethics by November 30, 2019.

[illegible]



**Assistant Secretary, Legislative
Affairs, Federal Reserve Board**

**Assistant Secretary, Legislative
Affairs, Federal Reserve Board**

Downloaded from jid.sagepub.com at 11:51 11 July 2015

George Yonakis, PhD, Director, Theater,

1. Will you inform me if the Director or the Inspector in your department has been assigned to the duties of the Highways, Railroads and Subways and Bridges Administration, or in what way among the departments that is important for the DTRA.

- [illegible]



Senator Kelly Marsh (Tribunal), PhD,
Chairwoman of the Committee on History and the Arts, Public, Gender, Products,
Hagena Identification, Self-Determination, and Regional Affairs
Assistant Majority Leader

1 Minor Tribunal Single for Legislative Council

November 7, 2019

Transmitted via Email

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala



Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

Mr. Major Chabala

The implementation of the Hagahla Master Plan (HAMP) is a significant step towards
developing a strong and sustainable economy that will provide the living standards and
opportunities for the people. The master plan is aimed to provide housing, transportation,
and other facilities required for the development of the region.
The HAMP is a key component of the Government's vision for the future of the region.
It is a plan that will guide the development of the region in a sustainable and
inclusive manner. The plan is based on the principles of equity, efficiency, and
sustainability. It is a plan that will provide the people with the living standards and
opportunities they deserve. The plan is a key component of the Government's vision
for the future of the region. It is a plan that will guide the development of the region
in a sustainable and inclusive manner. The plan is based on the principles of equity,
efficiency, and sustainability. It is a plan that will provide the people with the living
standards and opportunities they deserve. The plan is a key component of the
Government's vision for the future of the region. It is a plan that will guide the
development of the region in a sustainable and inclusive manner. The plan is based
on the principles of equity, efficiency, and sustainability. It is a plan that will provide
the people with the living standards and opportunities they deserve. The plan is a
key component of the Government's vision for the future of the region. It is a plan
that will guide the development of the region in a sustainable and inclusive manner.
The plan is based on the principles of equity, efficiency, and sustainability. It is a
plan that will provide the people with the living standards and opportunities they
deserve. The plan is a key component of the Government's vision for the future of
the region. It is a plan that will guide the development of the region in a sustainable
and inclusive manner. The plan is based on the principles of equity, efficiency, and
sustainability. It is a plan that will provide the people with the living standards and
opportunities they deserve. The plan is a key component of the Government's vision
for the future of the region. It is a plan that will guide the development of the region
in a sustainable and inclusive manner. The plan is based on the principles of equity,
efficiency, and sustainability. It is a plan that will provide the people with the living
standards and opportunities they deserve. The plan is a key component of the
Government's vision for the future of the region. It is a plan that will guide the
development of the region in a sustainable and inclusive manner. The plan is based
on the principles of equity, efficiency, and sustainability. It is a plan that will provide
the people with the living standards and opportunities they deserve. The plan is a
key component of the Government's vision for the future of the region. It is a plan
that will guide the development of the region in a sustainable and inclusive manner.

- How to approach the analysis/assessment of areas and places within Hagahla.
 - the design guidelines' approaches that represent Hagahla's history of history;
 - types of traditional and historic Chiemore activities and lifestyles to be showcased within Hagahla.
 - buildings considered significant to the culture and history of Chiemore, or the people of Chiemore, upon visits of the Hagahla; and
 - any other considerations related to the work or oversight of the Hagahla that needs to be addressed within the August 2018 draft version of the Hagahla Master Plan and in the associated August 2018 draft Design Guidelines.
- I am sure that the members of the Hagahla, that you also agreed, need to ensure the success of the HAMP. The information you provide will give the HAMP additional tools that will assist in

FILE COPY



Chairman Maria Eugenia Leon Guerrero
Vice-Chair Patricia Ann P. Ada
Commissioner Mayor John E. Cruz
Commissioner Gregory D. Perez
Commissioner Rita T. Franquez
Commissioner Nick Keswanl
Commissioner Eduardo J. Calvo
Commissioner Carlos Madrid Alvarez-Piñer, PhD
Executive Director Lasia Casil



The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam



November 12, 2019

MEMORANDUM

Elaine Tajalle

TO: Mrs. Jaqueline Balbas, Acting Director, Council of Arts & Humanities Agency

FROM: Executive Director, Hagåtña Restoration and Redevelopment Authority

SUBJECT: Past Deadline for Input on the Hagåtña Master Plan

Håfa Adai,

On June 11, 2019, then Acting Governor Joshua F. Tenorio issued to all Departments and Agencies the attached memorandum with the Subject: **Agency Comment Period for the draft of the Hagåtña Redevelopment Master Plan**. The memo states *"As part of the review process of the Board of Commissioners, any concerned or interested departments or agencies should submit written comments on the plan to the Hagåtña Restoration and Redevelopment Authority with a copy to the Bureau of Plans and Statistics by July 15, 2019."*


The Hagåtña Restoration and Redevelopment Authority (HRRA), with the support of the Maga'Håga and Segundo Maga'Lahi, has gone to great efforts to reach out to all Departments and Agencies for the development of the Hagåtña Master Plan in a timely manner. The deadline for all comments to be submitted was four months ago. The HRRA is in review of received comments and has been working diligently to move forward into the next phase of approval of the Hagåtña Master Plan Land Use Plan, The Map Atlas and The Design Guidelines by the Board of Commissioners. To date, the Board of Commissioners and I have not been consulted regarding an extension of the deadline nor have they voted to approve an extension of the deadline for comments. Please be advised that the authority for any such action to take place lies solely within the Executive Branch and the HRRA Board of Commissioners. Therefore, we hope you understand and cooperate at this time as the deadline for submitting comments has passed. Should you have any questions or comments please feel free to contact me at lasia.casil@hrra.guam.gov or at 647-4332 ext. 122. Si Yu'os Ma'ase.

Sincerely,


Lasia Casil

GOVERNMENT OF GUAM
CENTRAL FILES

cc: Speaker, I Liheslaturan Guåhan
Senator Kelly Marsh (Taitano)
HRRA Board Chair

RECEIVED
received by: 
date: 8:30
11-13-19



Chairman Maria Eugenia Leon Guerrero
Vice-Chair Patricia Ann P. Ada
Commissioner Mayor John E. Cruz
Commissioner Gregory D. Perez
Commissioner Rita T. Franquez
Commissioner Nick Keswani
Commissioner Eduardo J. Calvo
Commissioner Carlos Madrid Alvarez-Piñer, PhD
Executive Director Lasia Casil



The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam



FILE COPY

November 12, 2019

MEMORANDUM

Elaine Tajalle

TO: Mrs. Jaqueline Balbas, Acting Director, Council of Arts & Humanities Agency

FROM: Executive Director, Hagåtña Restoration and Redevelopment Authority

SUBJECT: Past Deadline for Input on the Hagåtña Master Plan

Hafa Adai,

On June 11, 2019, then Acting Governor Joshua F. Tenorio issued to all Departments and Agencies the attached memorandum with the Subject: **Agency Comment Period for the draft of the Hagåtña Redevelopment Master Plan.** The memo states *"As part of the review process of the Board of Commissioners, any concerned or interested departments or agencies should submit written comments on the plan to the Hagåtña Restoration and Redevelopment Authority with a copy to the Bureau of Plans and Statistics by July 13, 2019."*

The Hagåtña Restoration and Redevelopment Authority (HARRA), with the support of the Maga'Haga and Segundo Maga'Lahi, has gone to great efforts to reach out to all Departments and Agencies for the development of the Hagåtña Master Plan in a timely manner. The deadline for all comments to be submitted was four months ago. The HARRA is in review of received comments and has been working diligently to move forward into the next phase of approval of the Hagåtña Master Plan Land Use Plan, The Map Atlas and The Design Guidelines by the Board of Commissioners. To date, the Board of Commissioners and I have not been consulted regarding an extension of the deadline nor have they voted to approve an extension of the deadline for comments. Please be advised that the authority for any such action to take place lies solely within the Executive Branch and the HARRA Board of Commissioners. Therefore, we hope you understand and cooperate at this time as the deadline for submitting comments has passed. Should you have any questions or comments please feel free to contact me at lasia.casil@hrra.guam.gov or at 647-4332 ext. 122. Si Yu'os Ma'ase.

Sincerely,

Lasia Casil

cc: Speaker, I Liheslaturan Guahan
Senator Kelly Marsh (Taitano)
HARRA Board Chair

RECEIVED
CENTRAL FILES

KNOWLEDGEMENT
Received by _____
Date _____
11-13-19

FILE COPY



Chairman Maria Eugenia Leon Guerrero
Vice-Chair Patricia Ann P. Ada
Commissioner Mayor John E. Cruz
Commissioner Gregory D. Perez
Commissioner Rita T. Franquez
Commissioner Nick Keswani
Commissioner Eduardo J. Calvo
Commissioner Carlos Madrid Alvarez-Piñer, PhD
Executive Director Lasia Casil



The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam



November 12, 2019

MEMORANDUM

Elaine Tajalle

TO: Mr. Richard Ybanez, Director, Parks and Recreation

FROM: Executive Director, Hagåtña Restoration and Redevelopment Authority

SUBJECT: Past Deadline for Input on the Hagåtña Master Plan

Háfa Adai,

On June 11, 2019, then Acting Governor Joshua F. Tenorio issued to all Departments and Agencies the attached memorandum with the Subject: **Agency Comment Period for the draft of the Hagåtña Redevelopment Master Plan**. The memo states *"As part of the review process of the Board of Commissioners, any concerned or interested departments or agencies should submit written comments on the plan to the Hagåtña Restoration and Redevelopment Authority with a copy to the Bureau of Plans and Statistics by July 15, 2019."*

The Hagåtña Restoration and Redevelopment Authority (HRRA), with the support of the Maga'Håga and Segundo Maga'Lahi, has gone to great efforts to reach out to all Departments and Agencies for the development of the Hagåtña Master Plan in a timely manner. The deadline for all comments to be submitted was four months ago. The HRRA is in review of received comments and has been working diligently to move forward into the next phase of approval of the Hagåtña Master Plan Land Use Plan, The Map Atlas and The Design Guidelines by the Board of Commissioners. To date, the Board of Commissioners and I have not been consulted regarding an extension of the deadline nor have they voted to approve an extension of the deadline for comments. Please be advised that the authority for any such action to take place lies solely within the Executive Branch and the HRRA Board of Commissioners. Therefore, we hope you understand and cooperate at this time as the deadline for submitting comments has passed. Should you have any questions or comments please feel free to contact me at lasia.casil@hrra.guam.gov or at 647-4332 ext. 122. Si Yu'os Ma'ase.

Senserseremte

Lasia Casil

cc: Speaker, I Liheslaturan Guåhan
Senator Kelly Marsh (Taitano)
HRRA Board Chair

RECEIVED
CENTRAL FILES

ACKNOWLEDGEMENT REPORT
Received by: _____
Date: 11-13-19



Chairman Maria Eugenia Leon Guerrero
Vice-Chair Patricia Ann P. Ada
Commissioner Mayor John E. Cruz
Commissioner Gregory D. Perez
Commissioner Rita T. Franquez
Commissioner Nick Keswani
Commissioner Eduardo J. Calvo
Commissioner Carlos Madrid Alvarez-Piñer, PhD
Executive Director Lasia Casit



The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam



November 12, 2019

MEMORANDUM

Marino Tajaale

TO: Mrs. Hope Cristobal, Director, I Kumision I Fino' CHamoru

FROM: Executive Director, Hagåtña Restoration and Redevelopment Authority

SUBJECT: Past Deadline for Input on the Hagåtña Master Plan

Håfa Adai,

On June 11, 2019, then Acting Governor Joshua F. Tenorio issued to all Departments and Agencies the attached memorandum with the Subject: **Agency Comment Period for the draft of the Hagåtña Redevelopment Master Plan**. The memo states *"As part of the review process of the Board of Commissioners, any concerned or interested departments or agencies should submit written comments on the plan to the Hagåtña Restoration and Redevelopment Authority with a copy to the Bureau of Plans and Statistics by July 15, 2019."*

The Hagåtña Restoration and Redevelopment Authority (HARRA), with the support of the Maga'Håga and Segundo Maga'I Lahí, has gone to great efforts to reach out to all Departments and Agencies for the development of the Hagåtña Master Plan in a timely manner. The deadline for all comments to be submitted was four months ago. The HARRA is in review of received comments and has been working diligently to move forward into the next phase of approval of the Hagåtña Master Plan Land Use Plan, The Map Atlas and The Design Guidelines by the Board of Commissioners. To date, the Board of Commissioners and I have not been consulted regarding an extension of the deadline nor have they voted to approve an extension of the deadline for comments. Please be advised that the authority for any such action to take place lies solely within the Executive Branch and the HARRA Board of Commissioners. Therefore, we hope you understand and cooperate at this time as the deadline for submitting comments has passed. Should you have any questions or comments please feel free to contact me at lasia.casit@hrra.guam.gov or at 647-4332 ext. 122. Si Yu'os Ma'ase.

Sincerely,

Lasia Casit

GUAM LEGISLATURE
CENTRAL FILES

cc: Speaker, I Liheslaturan Guahan
Senator Kelly Marsh (Taitano)
HARRA Board Chair

ACKNOWLEDGEMENT FORM
Received by
Date 8:50
11-12-19



Chairman Maria Eugenia Leon Guerrero
Vice-Chair Patricia Ann P. Ada
Commissioner Mayor John E. Cruz
Commissioner Gregory D. Perez
Commissioner Rita T. Franquez
Commissioner Nick Keswani
Commissioner Eduardo J. Calvo
Commissioner Carlos Madrid Alvarez-Piñer, PhD
Executive Director Lasia Casil



The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam



FILE COPY

November 12, 2019

MEMORANDUM

Elaine Tajalle

TO: Mr. Melvin Won Pat-Borja, Executive Director, Commission on Decolonization

FROM: Executive Director, Hagåtña Restoration and Redevelopment Authority

SUBJECT: Past Deadline for Input on the Hagåtña Master Plan

Håfa Adai,

On June 11, 2019, then Acting Governor Joshua F. Tenorio issued to all Departments and Agencies the attached memorandum with the Subject: **Agency Comment Period for the draft of the Hagåtña Redevelopment Master Plan**. The memo states *"As part of the review process of the Board of Commissioners, any concerned or interested departments or agencies should submit written comments on the plan to the Hagåtña Restoration and Redevelopment Authority with a copy to the Bureau of Plans and Statistics by July 15, 2019."*

The Hagåtña Restoration and Redevelopment Authority (HARRA), with the support of the Maga'Håga and Segundo Maga'Lahi, has gone to great efforts to reach out to all Departments and Agencies for the development of the Hagåtña Master Plan in a timely manner. The deadline for all comments to be submitted was four months ago. The HARRA is in review of received comments and has been working diligently to move forward into the next phase of approval of the Hagåtña Master Plan Land Use Plan, The Map Atlas and The Design Guidelines by the Board of Commissioners. To date, the Board of Commissioners and I have not been consulted regarding an extension of the deadline nor have they voted to approve an extension of the deadline for comments. Please be advised that the authority for any such action to take place lies solely within the Executive Branch and the HARRA Board of Commissioners. Therefore, we hope you understand and cooperate at this time as the deadline for submitting comments has passed. Should you have any questions or comments please feel free to contact me at lasia.casil@hrra.guam.gov or at 647-4332 ext. 122. Si Yu'os Ma'ase.

Sincerely,

Lasia Casil

cc: Speaker, I Liheslaturan Guåhm
Senator Kelly Marsh (Taitano)
HARRA Board Chair

GUAM LEGISLATURE
CENTRAL FILES

ACKNOWLEDGEMENT RECEIVED
Received by:
Date: 8:50
11-13-19



Chairman Maria Eugenia Leon Guerrero
Vice-Chair Patricia Ann P. Ada
Commissioner Mayor John E. Cruz
Commissioner Gregory D. Perez
Commissioner Rita T. Franquez
Commissioner Nick Keswani
Commissioner Eduardo J. Calvo
Commissioner Carlos Madrid Alvarez-Piñer, PhD
Executive Director Lasia Casil



The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam

FILE COPY



November 12, 2019

MEMORANDUM

Elaine Tajalle

TO: Mrs. Ann Marie Arceo, President, Department of CHamoru Affairs

FROM: Executive Director, Hagåtña Restoration and Redevelopment Authority

SUBJECT: Past Deadline for Input on the Hagåtña Master Plan

Håfa Adai,

On June 11, 2019, then Acting Governor Joshua F. Tenorio issued to all Departments and Agencies the attached memorandum with the Subject: **Agency Comment Period for the draft of the Hagåtña Redevelopment Master Plan.** The memo states *"As part of the review process of the Board of Commissioners, any concerned or interested departments or agencies should submit written comments on the plan to the Hagåtña Restoration and Redevelopment Authority with a copy to the Bureau of Plans and Statistics by July 15, 2019."*

The Hagåtña Restoration and Redevelopment Authority (HARRA), with the support of the Maga'Håga and Segundo Maga'Lahi, has gone to great efforts to reach out to all Departments and Agencies for the development of the Hagåtña Master Plan in a timely manner. The deadline for all comments to be submitted was four months ago. The HARRA is in review of received comments and has been working diligently to move forward into the next phase of approval of the Hagåtña Master Plan Land Use Plan, The Map Atlas and The Design Guidelines by the Board of Commissioners. To date, the Board of Commissioners and I have not been consulted regarding an extension of the deadline nor have they voted to approve an extension of the deadline for comments. Please be advised that the authority for any such action to take place lies solely within the Executive Branch and the HARRA Board of Commissioners. Therefore, we hope you understand and cooperate at this time as the deadline for submitting comments has passed. Should you have any questions or comments please feel free to contact me at lasia.casil@hrra.guam.gov or at 647-4332 ext. 122. Si Yu'os Ma'ase.

Sincerely,

Lasia Casil

cc: Speaker, I Liheslaturan Guahan
Senator Kelly Marsh (Taitano)
HARRA Board Chair

Guam Department of Culture and Recreation
CENTRAL FILES

KNOWLEDGE SENT RECD
dated by _____
no. _____
11-13-19

Ufisinan i Sinadora Kelly Marsh (Taitano), PhD

I Mina'trentai Singko Na Liheslaturan Guåhan

Gé'helo', Kumitehan Irensia yan i Atte siha, Plasét siha, Fina'tinas Guåhan,
Finamta' Hagåtña, Dinitetminan Maisa, yan Asunton Rihinát Siha



November 26, 2019

Director Richard Ybanez

Sent via email to richard.ybanez@dpr.guam.gov

Hafa Adai Director Ybanez,

A few weeks ago at a meeting, a member of a government commission asked me, as the legislative oversight chair, if it could submit comments on the draft Hagåtña Master Plan. I responded to the commission member that certainly it could. To receive important technical review and public input is not only critical to a successful Hagåtña Master Plan, but essential for a truly open, accountable, and responsible government that has invested over a million dollars of public funds into this project. I thereby sent letters to agencies under my oversight who have the potential to provide relevant comments and considerations on the Hagåtña Master Plan, which should receive as much input from the community as possible as it is a plan that affects us all.

On November 22, Lt. Governor Tenorio expressed to me that contrary to the letter sent to you on November 12 by the Hagatna Restoration and Redevelopment Authority (HRRA), he desires to continue to receive comments. This is especially imperative given that several, if not many, agencies integral to the success of the plan have yet to submit their review. Lt. Governor Tenorio has requested that you submit your comments on the Plan to my office and provide copies to his office and HRRA.

The HRRA Board has not completed its review of the current version of the draft Hagåtña Master Plan. Further, the HRRA current version of the draft Hagåtña Master Plan has not been formally been taken up by consideration by either the Governor or the Legislature. Therefore, the review processes of the Governor and the Legislature are still yet to come. To provide clarity, the final authority to adopt, amend, modify, or reject the Plan lies solely within the Legislative Branch.

I look forward to the submission of your comments on November 30.

/s/ Senator Kelly Marsh (Taitano), PhD
35th Guam Legislature

cc: Governor Lou Leon Guerrero
Lt. Governor Joshua Tenorio
Vice-Chair Tina Muna Barnes, Legislative Oversight Committee
HRRA Board of Commissioners

Office of Senator Kelly Marsh (Taitano), PhD
Thirty-fifth Guam Legislature
Chairperson, Committee on Heritage and the Arts, Parks, Guam Products,
Hagåtña Revitalization, Self-Determination, and Regional Affairs

Ufisinan i Sinadora Kelly Marsh (Taitano), PhD

I Mina'trentai Singko Na Liheslaturan Guåhan

Gé'helo', Kumitehan Irensia yan i Atte siha, Plasét siha, Fina'tinas Guåhan,
Finamta' Hagåtña, Dinitetminan Maisa, yan Asunton Rihinát Siha



November 26, 2019

Acting Director Arlene Santos

Sent via email to arlene.santos@guam.gov

Hafa Adai Acting Director Santos,

A few weeks ago at a meeting, a member of a government commission asked me, as the legislative oversight chair, if it could submit comments on the draft Hagåtña Master Plan. I responded to the commission member that certainly it could. To receive important technical review and public input is not only critical to a successful Hagåtña Master Plan, but essential for a truly open, accountable, and responsible government that has invested over a million dollars of public funds into this project. I thereby sent letters to agencies under my oversight who have the potential to provide relevant comments and considerations on the Hagåtña Master Plan, which should receive as much input from the community as possible as it is a plan that affects us all.

On November 22, Lt. Governor Tenorio expressed to me that contrary to the letter sent to you on November 12 by the Hagatna Restoration and Redevelopment Authority (HRRA), he desires to continue to receive comments. This is especially imperative given that several, if not many, agencies integral to the success of the plan have yet to submit their review. Lt. Governor Tenorio has requested that you submit your comments on the Plan to my office and provide copies to his office and HRRA.

The HRRA Board has not completed its review of the current version of the draft Hagåtña Master Plan. Further, the HRRA current version of the draft Hagåtña Master Plan has not been formally been taken up by consideration by either the Governor or the Legislature. Therefore, the review processes of the Governor and the Legislature are still yet to come. To provide clarity, the final authority to adopt, amend, modify, or reject the Plan lies solely within the Legislative Branch.

I look forward to the submission of your comments on November 30.

/s/ Senator Kelly Marsh (Taitano), PhD
35th Guam Legislature

cc: Governor Lou Leon Guerrero
Lt. Governor Joshua Tenorio
Vice-Chair Tina Muna Barnes, Legislative Oversight Committee
HRRA Board of Commissioners

Office of Senator Kelly Marsh (Taitano), PhD

Thirty-fifth Guam Legislature

Chairperson, Committee on Heritage and the Arts, Parks, Guam Products,
Hagåtña Revitalization, Self-Determination, and Regional Affairs

Ufisinan i Sinadora Kelly Marsh (Taitano), PhD

I Mina'trentai Singko Na Liheslaturan Guåhan

Gé'helo', Kumitehan Irensia yan i Atte siha, Plasét siha, Fina'tinas Guåhan,
Finamta' Hagåtña, Dinitetminan Maisa, yan Asunton Rihinát Siha



November 26, 2019

Ge'helo' i Kumision i Fino' CHamoru Hope A. Cristobal

Sent via email to heristobalmom@gmail.com

Hafa Adai Ge'helo' Cristobal,

A few weeks ago at a meeting, a member of a government commission asked me, as the legislative oversight chair, if it could submit comments on the draft Hagåtña Master Plan. I responded to the commission member that certainly it could. To receive important technical review and public input is not only critical to a successful Hagåtña Master Plan, but essential for a truly open, accountable, and responsible government that has invested over a million dollars of public funds into this project. I thereby sent letters to agencies under my oversight who have the potential to provide relevant comments and considerations on the Hagåtña Master Plan, which should receive as much input from the community as possible as it is a plan that affects us all.

On November 22, Lt. Governor Tenorio expressed to me that contrary to the letter sent to you on November 12 by the Hagatna Restoration and Redevelopment Authority (HRRA), he desires to continue to receive comments. This is especially imperative given that several, if not many, agencies integral to the success of the plan have yet to submit their review. Lt. Governor Tenorio has requested that you submit your comments on the Plan to my office and provide copies to his office and HRRA.

The HRRA Board has not completed its review of the current version of the draft Hagåtña Master Plan. Further, the HRRA current version of the draft Hagåtña Master Plan has not been formally been taken up by consideration by either the Governor or the Legislature. Therefore, the review processes of the Governor and the Legislature are still yet to come. To provide clarity, the final authority to adopt, amend, modify, or reject the Plan lies solely within the Legislative Branch.

I look forward to the submission of your comments on November 30.

/s/ Senator Kelly Marsh (Taitano), PhD
35th Guam Legislature

cc: Governor Lou Leon Guerrero
Lt. Governor Joshua Tenorio
Vice-Chair Tina Muna Barnes, Legislative Oversight Committee
HRRA Board of Commissioners

Office of Senator Kelly Marsh (Taitano), PhD
Thirty-fifth Guam Legislature

Chairperson, Committee on Heritage and the Arts, Parks, Guam Products,
Hagåtña Revitalization, Self-Determination, and Regional Affairs

Ufisinan i Sinadora Kelly Marsh (Taitano), PhD

I Mina'trentai Singko Na Liheslaturan Guåhan
Gé'helo', Kumitehan Irensia yan i Atte siha, Plasét siha, Fina'tinas Guåhan,
Finamta' Hagåtña, Dinitetminan Maisa, yan Asunton Rihinát Siha



November 26, 2019

Executive Director Melvin Won Pat-Borja

Sent via email to melvin.borja@guam.gov

Hafa Adai Director Won Pat-Borja,

A few weeks ago at a meeting, a member of a government commission asked me, as the legislative oversight chair, if it could submit comments on the draft Hagåtña Master Plan. I responded to the commission member that certainly it could. To receive important technical review and public input is not only critical to a successful Hagåtña Master Plan, but essential for a truly open, accountable, and responsible government that has invested over a million dollars of public funds into this project. I thereby sent letters to agencies under my oversight who have the potential to provide relevant comments and considerations on the Hagåtña Master Plan, which should receive as much input from the community as possible as it is a plan that affects us all.

On November 22, Lt. Governor Tenorio expressed to me that contrary to the letter sent to you on November 12 by the Hagatna Restoration and Redevelopment Authority (HRRA), he desires to continue to receive comments. This is especially imperative given that several, if not many, agencies integral to the success of the plan have yet to submit their review. Lt. Governor Tenorio has requested that you submit your comments on the Plan to my office and provide copies to his office and HRRA.

The HRRA Board has not completed its review of the current version of the draft Hagåtña Master Plan. Further, the HRRA current version of the draft Hagåtña Master Plan has not been formally been taken up by consideration by either the Governor or the Legislature. Therefore, the review processes of the Governor and the Legislature are still yet to come. To provide clarity, the final authority to adopt, amend, modify, or reject the Plan lies solely within the Legislative Branch.

I look forward to the submission of your comments on November 30.

/s/ Senator Kelly Marsh (Taitano), PhD
35th Guam Legislature

cc: Governor Lou Leon Guerrero
Lt. Governor Joshua Tenorio
Vice-Chair Tina Muna Barnes, Legislative Oversight Committee
HRRA Board of Commissioners

Office of Senator Kelly Marsh (Taitano), PhD
Thirty-fifth Guam Legislature
Chairperson, Committee on Heritage and the Arts, Parks, Guam Products,
Hagåtña Revitalization, Self-Determination, and Regional Affairs

Ufisinan i Sinadora Kelly Marsh (Taitano), PhD

I Mina'trentai Singko Na Liheslaturan Guåhan

Gé'helo', Kumitehan Irensia yan i Atte siha, Plasét siha, Fina'tinas Guåhan,
Finamta' Hagåtña, Dinitetminan Maisa, yan Asunton Rihinát Siha



November 26, 2019

Director Ann Marie Arceo

Sent via email to annmarie.arceo@dea.guam.gov

Hafa Adai Director Arceo,

A few weeks ago at a meeting, a member of a government commission asked me, as the legislative oversight chair, if it could submit comments on the draft Hagåtña Master Plan. I responded to the commission member that certainly it could. To receive important technical review and public input is not only critical to a successful Hagåtña Master Plan, but essential for a truly open, accountable, and responsible government that has invested over a million dollars of public funds into this project. I thereby sent letters to agencies under my oversight who have the potential to provide relevant comments and considerations on the Hagåtña Master Plan, which should receive as much input from the community as possible as it is a plan that affects us all.

On November 22, Lt. Governor Tenorio expressed to me that contrary to the letter sent to you on November 12 by the Hagatna Restoration and Redevelopment Authority (HRRA), he desires to continue to receive comments. This is especially imperative given that several, if not many, agencies integral to the success of the plan have yet to submit their review. Lt. Governor Tenorio has requested that you submit your comments on the Plan to my office and provide copies to his office and HRRA.

The HRRA Board has not completed its review of the current version of the draft Hagåtña Master Plan. Further, the HRRA current version of the draft Hagåtña Master Plan has not been formally been taken up by consideration by either the Governor or the Legislature. Therefore, the review processes of the Governor and the Legislature are still yet to come. To provide clarity, the final authority to adopt, amend, modify, or reject the Plan lies solely within the Legislative Branch.

I look forward to the submission of your comments on November 30.

/s/ Senator Kelly Marsh (Taitano), PhD

35th Guam Legislature

cc: Governor Lou Leon Guerrero
Lt. Governor Joshua Tenorio
Vice-Chair Tina Muna Barnes, Legislative Oversight Committee
HRRA Board of Commissioners

Office of Senator Kelly Marsh (Taitano), PhD

Thirty-fifth Guam Legislature

Chairperson, Committee on Heritage and the Arts, Parks, Guam Products,
Hagåtña Revitalization, Self-Determination, and Regional Affairs

Ufisinan i Sinadora Kelly Marsh (Taitano), PhD

I Mina'trentai Singko Na Liheslaturan Guåhan
Gé'helo', Kumitehan Irensia yan i Atte siha, Plasét siha, Fina'tinas Guåhan,
Finamta' Hagåtña, Dinitetminan Maisa, yan Asuntón Rihinát Siha



November 26, 2019

Executive Director Lasia Casil
Suite 511, ITC Building
590 South Marine Corps Dr.
Tamuning, Guam 96913

RECEIVED
HARRA 26 NOV 2019

Hafa Adai Executive Director Casil,

A few weeks ago at a meeting, a member of a government commission asked me, as the legislative oversight chair, if it could submit comments on the draft Hagåtña Master Plan. I responded to the commission member that certainly it could. To receive important technical review and public input is not only critical to a successful Hagåtña Master Plan, but essential for a truly open, accountable, and responsible government that has invested over a million dollars of public funds into this project. I thereby sent letters to agencies under my oversight who have the potential to provide relevant comments and considerations on the Hagåtña Master Plan, which should receive as much input from the community as possible as it is a plan that affects us all.

Your letters dated November 12, 2019 to several government entities apparently rejects any continued submission of technical review or public input on the pretext that the review process is closed. This is an unusual if not bizarre interpretation of events. As far as I have been informed, the HARRA Board has not completed its review of the current version of the draft Hagåtña Master Plan. Further, the HARRA current version of the draft Hagåtña Master Plan has not been formally been taken up by consideration by either the Governor or the Legislature. Therefore, the review processes of the Governor and the Legislature are still yet to come.

On November 22, Lt. Governor Tenorio expressed to me that he desires to continue to receive comments. This is especially imperative given that several, if not many, agencies integral to the success of the plan have yet to submit their review. I am strongly recommending that you send a clarifying letter to agencies stating very clearly that their comments on the draft Hagåtña Master Plan are still welcome.

Office of Senator Kelly Marsh (Taitano), PhD
Thirty-fifth Guam Legislature
Chairperson, Committee on Heritage and the Arts, Parks, Guam Products,
Hagåtña Revitalization, Self-Determination, and Regional Affairs

Please be advised that the final authority to adopt, amend, modify, or reject the Plan lies solely within the Legislative Branch. If you choose to continue to reject any submissions, then by all means, send them to my office, where community members and agencies alike will be given due consideration by the Legislature and copies will thereafter be duly provided to the public.

I look forward to your expeditious response,

A handwritten signature in black ink, appearing to read 'K Marsh', with a long horizontal flourish extending to the right.

Senator Kelly Marsh (Taitano), PhD
35th Guam Legislature

cc: Governor Lou Leon Guerrero
Lt. Governor Joshua Tenorio
Vice-Chair Tina Muna Barnes, Legislative Oversight Committee
HRRRA Board of Commissioners



2435 Research Parkway
Suite 300
Colorado Springs, CO 80920

DATE: February 11, 2019

INVOICE NUMBER: 25064

PROJECT NAME: Task Order 001 Hagatna Master Plan

PROJECT MANAGER: Celeste Werner

PROJECT NUMBER: 14 761 601.000

JOB TYPE: Lump Sum

DOLLAR LIMIT: \$997,572.00

REFERENCE #:

Guam Economic Development Authority
590 S. Marine Corps Dr
Suite 511, ITC Bldg
Tamuning, GU 96931

DESCRIPTION	Contract Amount	% Complete	Previously Billed	TOTAL THIS INVOICE
Phase 1 Update Phase 1 Research Report	147,064.00	100%	147,064.00	0.00
Phase 2 Update Alternative Plans	108,844.00	100%	108,844.00	0.00
Phase 3 Update Land Use Plan	87,867.00	100%	87,867.00	0.00
Phase 4 Establish Zoning Codes	86,567.00	100%	77,910.30	8,656.70
Phase 5 Establish Design Guidelines	85,617.00	100%	85,617.00	0.00
Phase 6 Develop Implementation Plan	140,906.00	100%	35,226.50	105,679.50
Phase 7 Hagatna River Flood Feasibility Evaluation	73,107.00	30%	21,932.10	0.00
Phase 8 Addition Sustainment & Operations Approach	75,820.00	100%	37,910.00	37,910.00
Project Management / Printing / Misc Materials	38,940.00	100%	33,099.00	5,841.00
Amend 2 Additional Engagement Activities	152,840.00	100%	114,630.00	38,210.00
TOTALS	\$997,572.00	95%	\$750,099.90	\$196,297.20
			Total this Invoice	\$196,297.20

OUTSTANDING INVOICES

	Invoice Number	Amount
31-60 Days		
61-90 Days		
90+ Days		

If you have recently sent payment, please disregard this notice. Thank you.

Remit to: Matrix Design Group, Inc. 2435 Research Parkway, Ste 300, Colorado Springs, CO 80920
Phone: 719.575.0100 Fax: 719.575.0208

TASK ORDER NO. 1

HRRA MASTER PLAN UPDATE

Pursuant to Contract: This Task Order is issued pursuant to Article 2 (Scope of Work) of the Contract by and between the Guam Economic Development Authority ("GEDA") and Matrix Design Group. ("Matrix") for Professional Multi-Discipline Consulting Services for the Research, Development, Planning and Implementation of Economic Development Initiatives and Opportunities and entered into by both parties in ~~NOV~~ 2014 (the "Professional Services Contract"). Unless otherwise defined herein, all capitalized terms shall have the meanings assigned to such terms in the Professional Services Contract.

Objective: Task Order No. 1 relates to the preparation of various plans for the Hagåtña Restoration and Redevelopment Authority (HRRA) including:

- Update the Research Report which contains detailed information regarding infrastructure serving Hagatna;
- Update three alternative plans for presentation to the public and HRRA;
- Update the Land Use Plan;
- Establish a zoning code for Hagatna
- Establish Design Guidelines for development in Hagatna;
- Develop an implementation schedule;
- Implement the Hagatna River Flood Management Plan; and
- Develop an organizational and sustainability plan for the HRRA.

Scope of Work:

The scope of work and schedule for Task Order No. 1 is attached as Exhibit A.

Compensation:

To complete the professional services and provide the deliverables identified in the Scope of Work, GEDA shall pay Matrix, upon approval from HRRA, an amount not to exceed Eight Hundred Forty Four Thousand Seven Hundred and Three Two Dollars (\$844,732.00), which amount is inclusive of reimbursable expenses. Said fee is based on the labor and reimbursable expense rates shown in the Professional Services Contract. The terms of payment described in the Contract shall apply.

[SIGNATURES APPEAR ON FOLLOWING PAGE]

**Government of Guam
Hagåtña Master Plan (Task Order No. 1)
PROGRESS REPORT**

TO: Hagåtña Restoration and Redevelopment Authority (HRRA) /
Guam Economic Development Authority (GEDA)

CONTRACTOR: Matrix Design Group, Inc.

TITLE: Hagåtña Master Plan (Task Order No. 1)

PERIOD COVERED: May 19, 2018 through October 31, 2018

PROJECT MANAGER: Celeste Werner, 671.777.1676 or 602.288.8344

OVERVIEW

The following text describes the activities performed May 19, 2018 through October 31, 2018 on the Hagåtña Master Plan Task Order. Only Phases in which activity occurred during the reporting period are addressed.

The statements and conclusions in this report are those of the Contractor and not necessarily those of HRRA or GEDA. The mention of commercial products, their source, or their use in connection with material reported herein is not to be construed as actual or implied endorsement of such products.

ACTIVITIES PERFORMED

The following provides a summary of activities performed during this reporting period. This summary is organized based on the tasks specified in the approved Scope of Work for this Task Order.

PHASE 1 Update the Phase 1 Research Report (100% Complete). Completed previously

- ✓ Task 1.1 Kick-off Meeting (100%)..... Completed previously
- ✓ Task 1.2 Public Participation Program (100%) Completed previously
- ✓ Task 1.3 Data Collection (100%) Completed previously
- ✓ Task 1.4 Base Mapping (100%) Completed previously
- ✓ Task 1.5 Development Constraints and Opportunities (100%) Completed previously
- ✓ Task 1.6 Summary Report – Key Issues, Opportunities
and Constraints (100%)..... Completed previously

PHASE 2 Update Alternative Plans (100% Complete) Completed previously

- ✓ Task 2.1 Facility Scoping (100%)..... Completed previously
- ✓ Task 2.2 Technical Memorandum (100%) Completed previously
- ✓ Task 2.3 Market Study (100%) Completed previously
- ✓ Task 2.4 Draft Technical Memorandum (100%) Completed previously

PHASE 7 Hagåtña River Flood Protection (30% Complete)..... In Progress

- ☐ **Task 7.1 Data Collection (80% Complete) In Progress**
No actions during this reporting period pending direction from HRRA.
- ☐ **Task 7.2 Stakeholder Interviews (80% Complete) In Progress**
Additional coordination and interviews were completed.
- ☐ **Task 7.3 Confirm Improvement Performance (50% Complete)..... In Progress**
No actions during this reporting period pending direction from HRRA.
- ☐ **Task 7.4 Confirm CostsFuture Task**
- ☐ **Task 7.5 Feasibility StudyFuture Task**
- ☐ **Task 7.6 On-Going Coordination and Meetings (30% Complete) In Progress**

PHASE 8 Additional Sustainment & Operations Approach (100% Complete) ...Complete

- ✓ **Task 8.1 Define Roles and Responsibilities Today (100%) Completed Previously**
- ✓ **Task 8.2 Whitepaper on Organizational Options (100%).....Complete**
- ✓ **Task 8.3 Whitepaper on Funding/Financing (100%)Complete**
- ✓ **Task 8.4 Presentation to GEDA and HRRA Board (100%).....Complete**
- ✓ **Task 8.5 Geographic Definition (100%)..... Completed Previously**
- ✓ **Task 8.6 Legal Authorizations (100%).....Complete**
- ✓ **Task 8.7 Staffing Plan (100%).....Complete**
- ✓ **Task 8.8 Financing Plan (100%).....Complete**
- ✓ **Task 8.9 Plan of Action (100%)Complete**

AMENDMENT NO. 2 - Additional Engagement Activities (100% Complete)Complete

- ✓ **Public Workshop on Draft Hagåtña Master Plan (100%)..... Completed Previously**
- ✓ **Legislative Working Sessions (100%) Completed Previously**

Task Order No. 1 – Hagåtña Master Plan

Matrix developed the following Scope of Work in response to GEDA's RFP 14-008, for Task Order No. 1 – Completion and Update of the Hagåtña Master Plan. The proposed Scope of Work addresses information requested in the RFP, as well as additional information and supplementary work to enhance the products developed as part of Task Order No. 1.

Phase 1 Update the Phase 1 Research Report (July 15, 2005)

The Hagåtña Master Plan will be used to guide HRRRA efforts in the enhancement of Hagåtña. The Research Report update will provide important updates to the background information and current status of the Master Plan Area that will be used to develop the updated Master Plan.

Task 1.1 Kick-off Meeting

After execution of the contract, the Matrix Team will hold a conference call with HRRRA staff to review the project scope and schedule, and to kick-off fast-track data collection efforts. This conference call will be an opportunity for the HRRRA and Matrix staff to establish contacts, establish working procedures, and to identify and collect relevant data, reports and materials.

Task 1.2 Public Participation Program

This task will be developed prior to the start of the other phases of Task Order No. 1. The specifics of the Public Participation Plan are described earlier in the Scope of Work, prior to the discussion of Phase 1.

Each of the phases of Task Order No. 1 will rely heavily on communication with HRRRA and GEDA, stakeholder input, and public participation. Community outreach and public participation will be an integral and on-going aspect of the project. Based on past experience, Matrix recommends proceeding immediately with organizing and initiating community outreach activities. Community outreach activities will need to be timely, comprehensive and efficient in order to be effective. At the outset of the project, Matrix will work with the HRRRA Board and GEDA to confirm and/or modify the draft public participation program, if necessary.

The public participation program recommended by Matrix has been developed specifically for this Task Order based on our understanding of the public participation objectives discussed in the RFP. Accordingly, our public participation program emphasizes:

- **Developing a Project Brand.** We will develop a tailored logo and project look that will be used on all public outreach materials, websites, documents and plans.
- **Creating Awareness and Providing Information.** This will occur through the HRRRA website and exhibits that can be posted in various public places.
- **Intense Advertising of the Project.** We will accomplish this through site signage, press releases, and posting public workshop announcements/flyers in the surrounding area and key locations for maximum exposure. Other forms of advertisement may include, as deemed appropriate:

Task 1.3 Data Collection

Matrix will collect and analyze pertinent secondary source data from GEDA, other appropriate Government of Guam (GovGuam) sources, and business and property owners in the area. While the focus of this data collection will be on the Hagåtña Master Plan Research Report, data will also be collected to support all tasks under this contract to the extent feasible at this stage in the project. This includes data, plans and reports related to the following.

- Existing land use.
- Information on projects. This includes what projects have been completed since the 2005 Master Plan, what projects have been approved, what projects are in the works (proposed or being evaluated).
- Transportation, streets and existing roadway rights-of-way, traffic count data, and parking.
- Infrastructure, including potable water, sanitary sewer, storm drainage, electricity, telecommunications facilities
- Deed restrictions, covenants, or other legal restrictions place on GovGuam properties in the Plan Area.
- Historical structures and cultural facilities.
- Visual survey of the area's current aesthetics and character.
- Environmental issues or constraints.

Task 1.4 Base Mapping

Base mapping will be prepared using the existing electronic data available from HRRRA and GovGuam sources. Matrix will work with HRRRA staff to obtain pertinent GIS data for the creation and update of mapping for the planning effort. Matrix will format these maps for report and display presentation, including establishing a uniform legend and title block. The document diagrams will be prepared in an ArcGIS compatible format, and all data developed will be supplied to HRRRA / GEDA at the completion of the project.

Task 1.5 Development Constraints and Opportunities

Matrix will prepare a thorough evaluation and documentation of the constraints and opportunities that will influence alternatives that can be considered within the Master Plan. This includes:

- **Land Use.** Matrix will describe all existing land uses and proposed projects, including an assessment of building footprints, floor area ratios, types of land uses, and ownership of land and improvements.
- **Buildings.** Matrix will describe, based on building records available to GovGuam, the age, size and general condition of buildings within the Master Plan Area. For GovGuam facilities, or other facilities accessible to Matrix, a non-engineering assessment of the facility's conditions will be documented. Matrix will develop a map to depict the location of all public buildings (local and federal) in Hagåtña.

Phase 2 Update Alternative Plans

The second stage of the Hagåtña Master Plan development will be a review and update of the alternative plans. Three alternative plans were developed as part of the Land Use Plan Phase 2 100% Submittal. Matrix will review the three alternatives and update them with information developed through Phase 1 of the Task Order.

Task 2.1 Facility Scoping

As part of the proposed Master Plan update, alternatives will look at the reestablishment of a GovGuam center in the area. To do this, an early step will be to 1) obtain a list of potential GovGuam departments and offices that could be considered for relocation, and 2) assessing the amount of space needed to support each entity.

HRRA will obtain a list of GovGuam departments and offices for consideration and evaluation for potential relocation from the Office of the Governor. This could include, but not be limited to, the following:

- Office of the Governor and supporting staff
- Legislative offices
- Department of Revenue and Taxation
- Bureau of Budget and Management Research (BBMR)

Using the list identified by the Office of the Governor, Matrix will develop a general facility space needs assessment. This assessment will be based on a listing of total staff/potential staffing (provided by BBMR) and interviews of GovGuam entities to assess other space needs. Space needs will be broad estimates of space that are appropriate for use in looking at alternative land use plans in the District. These estimates will not be to a level to design or program new construction without further analysis, but will be suitable for master plan development.

Task 2.2 Technical Memorandum – Facility Scoping

Matrix will prepare a summary memorandum that includes background information on the facility scoping exercise and documenting space needs by organization.

Task 2.3 Market Study

A key element in the development and evaluation of alternatives would be an up-to-date economic and market analysis. This study would help the planning team understand:

- What are the key existing markets in the area (for-sale and for-rent residential, office, retail, hotel/resort, etc.)?
- What are future market demands in the area?

Task 2.6 Review and Update of Alternative Plans

Matrix will review the three alternative plans and update them with information developed through Phase 1 of the Task Order. The review of the alternatives may involve reworking them to some degree based upon the revised information assessed, but the end result will be three revised alternatives. Close communication with HRRRA and GEDA will occur during the alternatives update in order to ensure all goals are met.

Task 2.7 Public Involvement of Alternatives Updates

To foster effective public interaction, communication, and input, two public workshops will be held during the alternatives update process. These two will be held during the same week, selected in discussion with HRRRA and GEDA to allow for the optimal public attendance and may include a daytime event (targeting business and government sector inputs) and an evening event for the public. Public comment and interaction will be encouraged at the public workshops.

The purpose of the public workshops is to provide attendees the chance to review and comment on the items developed during the charrette. Matrix will present a brief overview of the project, schedule and a summary of the key planning opportunities and constraints affecting the site. Participants will be requested to give their input on the development of alternatives and presentation of the final alternatives being considered. This local, hands on approach will help build credibility for the Master Plan as a locally supported planning effort.

Task 2.8 HRRRA Board Presentation

Matrix will present the three alternatives to the HRRRA Board of Commissioners once they are completed. During this meeting, the HRRRA Board will be asked to identify one alternative (or a new alternative created from components of one or more alternatives) to be the preferred alternative. Once approved by the Board of Commissioners, the preferred alternative will be used to develop the Final Master Plan.

Deliverables:

- Facility Scoping Memorandum (20 copies + electronic copy)
- Economic / Market Study Memorandum (20 copies + electronic copy)
- Alternative Plans Charrette (2-day event)
- Two public workshops (during same week) (public handouts)
- Presentation of alternatives to HRRRA Board of Commissioners (handouts)
- Three updated Alternative Plans, including preferred alternative (electronic)

Phase 3 Update the Land Use Plan, 100% Submittal

The Hagåtña area has an existing Land Use Plan that covers the direction for the area. As part of this planning effort, the existing Land Use Plan will be updated to reflect other activities conducted as part of this planning effort, including the revised Research Report and the updated Alternative Plans. The Land Use Plan will be updated to:

- **Introduction.** This section will include the planning context, project purpose, vision and goals.
- **Historical and Cultural Element.** This element will describe the integration, enhancement, and development of cultural heritage facilities and locations within the Master Plan area.
- **Land Use Element.** The Land Use Element will document the proposed land use plan by acreage, building heights, floor area ratio (FAR), and estimated building square footage.

The plan will also provide an illustrative site plan for each District and how all development components fit together. This will include detailed drawings of development / redevelopment potential and site layouts. The phasing / timing of each aspect of the plan will be documented and cover needed demolition, facility / use relocation, site preparation, infrastructure improvements, and new development.

- **Circulation Element.** The Circulation Element will document roadway connectivity, roadway functional classification and related cross sections, recommended methods for accommodating pedestrian and bicycle traffic, as well opportunities to link to transit services. Also included in this will be a parking plan to support proposed uses.
- **Infrastructure Element.** The Infrastructure Element will include a backbone infrastructure concept plan that is based on general capacity calculations using typical loads and handling capacities, but not detailed system analyses. The element will address potable water, sanitary sewer, storm drainage, electricity and telecommunications facilities. This will tie in with the separate scope designed to provide the Hagåtña River Flood Damage Reduction Project Feasibility Evaluation.

Task 3.3 Analysis of Economic Impact of Recommendations

Matrix will assess the economic impact of implementing all recommendations from the administrative draft Hagåtña Master Plan.

Task 3.4 Analysis of Impediments to Revitalization

Throughout the other phases of Task Order No. 1, Matrix will evaluate constraints and opportunities to assess any impediments and develop, if necessary, mitigation measures or alternatives to address the identified impediments. These impediments may be in the form of infrastructure constraints or conflicts with other planning projects, such as the Hagåtña River project. Matrix will develop actions to address any issues identified.

Task 3.5 Draft Hagåtña Master Plan

Based on comments received from GEDA and HRRA, Matrix will provide appropriate revisions and provide a public draft version of the Hagåtña Master Plan (including any required District Plans). This will be the version of the plan that will be used during Legislative hearings.

Task 3.6 Legislative Hearings

Matrix will support the hearing process with the Legislature by attending up to two (2) hearings (schedule on sequential weeks) on the proposed District Plans that require Legislative review. At these hearings, Matrix staff will be available to support presentation of the District Plans, answer questions posed by the Legislature, and document all comments and direction provided.

An overlay district is used to establish alternative land development requirements within a specific area that requires special attention. Within the Hagåtña area, this special need relates to the unique mix of culture/history and modern development in the area. It also relates to the special needs that come with redevelopment activities and the desire to relocate a government center into the area as part of this redevelopment. Development of the Hagåtña Overlay District will include information on nonconforming uses, exceptions, and enforcement of zoning, including:

- penalties for violations of zoning;
- alternatives for and enforcement of zoning;
- funding for enforcement; and
- review and appeals process.

The Hagåtña Overlay District would be superimposed over Guam's existing Zoning Law, and would consist of a physical area with mapped boundaries and written text spelling out requirements that are either added to, or in replace, those of the underlying Guam Zoning Law. The Overlay would not be a complete replacement of the existing Zoning Law in this area, but would only adjust the items needed to facilitate flexible and creative design solutions for this area. Where the current Zoning Law is appropriate, this would still apply.

The Hagåtña Overlay District would include, but not be limited to, the following items.

- Provide any changes to Zoning Law needed to fully facilitate implementation of the Hagåtña Master Plan.
- Provide guidance for development of a GovGuam center, including potential changes to site design requirements.
- Provide flexible design standards to facilitate creative solutions.
- Provide flexible parking standards for infill commercial development, particularly to allow off-site parking and reciprocal parking agreements.
- Creation of a more refined set of land uses, including clearer direction on mixed use development.
- Provide zoning direction that is compatible with tourism and cultural / heritage site protection and use.

Task 4.2 Legislative Hearings

It is assumed that all Legislative hearings on the Hagåtña Zoning Code will be staffed and supported by HRRA, and Matrix will not be attending.

Task 4.3 Final Zoning Code

Based on comments received from the Legislature and HRRA, Matrix will provide appropriate revisions and provide a final version of the Zoning revisions package.

Deliverables:

- Draft Zoning Code (electronic copy)
- Final Zoning Code (10 copies + electronic copy)

Task 5.2 Final Design Guidelines

Based on comments received from the HRRRA direction, Matrix will provide appropriate revisions and provide a final version of the Design Guidelines package.

Deliverables:

- Draft Design Guidelines and Regulations (electronic)
- Final Design Guidelines and Regulations (10 copies + electronic copy)

Phase 6 Develop an Implementation Schedule

Matrix will develop an implementation schedule for the goals, priorities, and actions outlined in the Hagåtña Master Plan. The implementation schedule will include information on funding sources for each component of the Master Plan and will provide incentives for infill development.

Task 6.1 Administrative Draft Hagåtña Implementation Plan

The Hagåtña Implementation Plan will identify suggested strategies and actions the HRRRA, GovGuam, and other stakeholders can take to implement the Hagåtña Master Plan. The plan may include items such as recommended capital projects, entitlement enhancements, strategic infrastructure investments, leasing strategies, phasing and other items.

For this effort, Matrix has assumed that up to thirty (30) projects will be documented. For each project, Matrix will prepare a Project Planning Sheet (PPS) for each project. The level of effort and content will describe the type and scope of each proposed project, including its major elements, phases and affected sites, provide a current total project cost broken out by major elements/work items, describe the source and date of the cost estimate, provide estimated start and completion dates (month/year) and indicate a proposed funding break out by fiscal year. The PPS will as a minimum address the following:

- Project Title
- Project Description
- Project Justification
- Project Cost Estimate
- Project Timing / Phasing

The section will also include a revenue sources and funding mechanisms component. Based upon the final development program, an implementation resource assessment will be compiled that details the types of monetary funding and other resources which may be utilized to fulfill the final vision of this site. This information will include the name of the funding program agency, available resources, resource limits and availability, timeframes, terms, and prerequisites. As part of this effort, Matrix will prepare materials to support up to six (6) grant application packages for use by HRRRA, GEDA, or other GovGuam entity to obtain project funding. Matrix will also prepare general information that can be used for other grant opportunities that may arise in the future.

conform the available funding, which may be termed as "flood control" or "ecosystem restoration."

FEMA has defined a floodplain floodway on the Hagatna River. The floodplain overtops its bank during the 100-year flood event. A Hydrologic Engineering Center – River Analysis System (HEC-RAS) model was likely used to define the 100-year floodplain water surface elevations. The 100-year flow rate will be evaluated. A revised HEC-RAS model will be prepared to determine the effectiveness of the proposed improvements. A Conditional Letter of Map Revision (CLOMR) will eventually be required, but the level of this work effort cannot be defined at this time for processing through the Federal Emergency Management Agency (FEMA). A CLOMR gains confirmation that the proposed improvements will take the downtown area out of the 100-year floodplain once channel improvements are constructed.

Task 7.1 Data Collection

Matrix will collect data appropriate to existing conditions and plans. Matrix will also develop an understanding of alternatives and the recommended Flood Control improvements in consideration.

Task 7.2 Stakeholder Interviews

Working with HRRA staff, the Matrix Team will identify and conduct interviews with up to 10 key stakeholders / stakeholder groups to solicit their initial input on the Hagatna River Flood Damage Reduction component. This could include GovGuam elected and appointed officials, GovGuam technical staff, and federal government representatives (FEMA, ACOE). Our team will rely on input from HRRA staff to ensure that the individuals/groups interviewed represent a broad spectrum of community interests in the District. These interviews will be conducted during the same site visit as the master plan interviews.

Task 7.3 Confirm Improvement Performance

Confirmation that the recommended option will reduce the flood hazards to downtown.

Task 7.4 Confirm Costs

Evaluate and confirm the cost for the Flood Control Channel. The proposed project is described as a \$7.1 to \$21.5 million project. The low cost option studied in 2005 involved levees which are now very difficult to permit since Hurricane Katrina.

Task 7.5 Feasibility Study

Examine project delivery alternatives and conduct a feasibility study of different approaches. Prepare an action plan on the steps required to implement the ACOE plan and a potential cost estimate and funding options/mechanisms. Prepare a report with a recommended go-forward approach.

Task 7.6 On-Going Coordination and Meetings

Matrix staff will be on-site during data collection and for a charrette / meetings with stakeholders on island. GovGuam and other agencies will need to comment on the proposed approach, project and channel improvements, and expected project costs and timing. Meetings will be necessary with project sponsors to update on the progress of the study. Agency meetings are required is for coordination with parties

included in this discussion are finance management, infrastructure planning, design review, land use approval, ownership of property, redevelopment financing, and so forth. In these cases, the roles and functions to be performed, the governmental authorities that will be used or needed, and the level of staffing will also be discussed.

In looking at alternatives, in addition to looking at typical planning functions, some of the functions that can be addressed also include:

- | | |
|----------------------|-------------------------|
| ■ Planning | ■ Prospecting |
| ■ Liaison | ■ Business Assistance |
| ■ Mentoring/Advocacy | ■ Research |
| ■ Promotion | ■ Community Enhancement |
| ■ Monitoring | |

From the alternatives presented, it is possible that the selected alternative will be a mix of more than one option. For instance, an alternative may include the development of an authority with land planning and redevelopment financing for the government and cultural subareas in Hagåtña, while the housing and commercial subareas may rely more on an enhancement of existing GovGuam agency activities supplemented with a design review function.

Case studies of locations that have successfully implemented one of the alternatives will be provided to help give real world context to the alternative, the challenges faced, and the successes achieved over time.

Task 8.3 Whitepaper on Funding / Financing

A key component in any implementation plan is funding / financing. Under this task, Matrix will prepare a whitepaper that defines and describes current funding / financing activities and the options available for consideration (new sources). For funding, this will include a comprehensive look at funding sources that can be applied for both operational activities (such as staff and facilities) as well a project implementation (such as new infrastructure). For financing, this will cover the tools available today (including applicability, limits on application, likely terms, and availability of such financing), changes to legislation that allow property tax from the area to be retained to support operations, and a similar presentation on available funding sources.

Task 8.4 Presentation to GEDA and HRRRA Board

The two whitepapers will be presented to the Hagåtña Restoration and Redevelopment Authority (HRRRA) Board and the Guam Economic Development Authority (GEDA) staff in a working session designed to have an open discussion of the alternatives and the selection of a process that best meets the needs of the Hagåtña area.

Task 8.7 Staffing Plan

If the Plan of Action proposes the development of a new organization, or changes in staffing at an existing agency, Matrix will provide:

- Organizational chart
- Job descriptions and target salaries for each position
- Description of roles and responsibilities

Task 8.8 Financing Plan

Matrix will prepare a financing plan for the Plan of Action, including cost estimates and a project budget.

Task 8.9 Plan of Action

Based on input from the HRRA Board and GEDA, and incorporating materials prepared under Tasks 8.5 – 8.8, Matrix will prepare a Plan of Action for the new organizational and financial construct.

Deliverables:

- Whitepaper on Organizational Options (electronic copy)
- Whitepaper on Funding / Financing (electronic copy)
- Plan of Action (10 copies + electronic copy)
- Final presentation to HRRA Board (meeting handouts)

PROJECT SCHEDULE

Matrix understands the importance of completing this project the timeframes established within the RFP for Task Order No. 1. The overall project is comprised of several individual study deliverables which will be completed at key milestones. In most cases, each project deliverable deadline will be incremental and requires approval of one project prior to starting another project deliverable. Matrix will work with GEDA during Task 1.1 to develop a mutually agreeable project schedule.

ASSUMPTIONS

The performance of this scope of work and the associated cost estimate are predicated on the following assumptions.

- HRRA will provide Matrix a copy of the existing Hagåtña Master Plan, Phase I, in a Word format.
- All electronic documents prepared as part of this effort will be prepared and submitted using the following software (as needed):
 - Microsoft Office 2010 for documents and presentations
 - Adobe Acrobat 10
 - ESRI ArcGIS for GIS
 - Photoshop, Illustrator, InDesign (2014) for graphic materials
 - SketchUp for illustrative design

